MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

BHR3854- LEADERSHIP

(DISTANCE EDUCATION)

31 MAY 2018
2.30 - 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FIVE (5)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)
There are THIRTY (30) questions in this section. Answer ALL questions.

1. Which of the following is **not** a way to act as a moral leader?
   A. Instilling fear among people
   B. Establishing ethics policies
   C. Rewarding ethical conduct
   D. Being a role model

2. All the answers below are about moral leadership **except** _____.
   A. distinguishing right from wrong
   B. tolerating ethical violations
   C. treating people with respect
   D. practicing just leadership

3. The conventional level of personal moral development is characterized by _____.
   A. following rules
   B. follows authority with blind obedience
   C. following internalized principles of justice
   D. fulfilling duties and obligations of the social system

4. For leaders, pushing beyond the comfort zone and facing the internal "wall of fear" is an act of _____.
   A. ethics
   B. vision
   C. change
   D. courage

5. Hamzah is a procurement officer at a government agency. He called attention to the fraudulent claims made by certain quarters in the agency, despite threats from his superiors. Hamzah's behavior can be best described as _____.
   A. arrogant
   B. stewardship
   C. whistle blowing
   D. unethical behaviour

6. All of the answers below are ways to find personal courage **except** _____.
   A. avoiding responsibility
   B. believing in a higher purpose in life
   C. drawing strengths from team members
   D. channeling frustration to the right party

7. An uncritical thinker does all **except**_____.
   A. doing only what he or she is told
   B. tackling problems with thoughtful questions
   C. accepts the leader's ideas without assessing them
   D. avoids contributing to the enhancement of the organization

Continued.....

8. Which of the following are characteristics of a conformist?
   A. A dependent, uncritical thinker; behaves actively in the organization
   B. An independent, critical thinker; behaves actively in the organization
   C. A dependent, uncritical thinker; behaves passively in the organization
   D. An independent, critical thinker; behaves passively in the organization

9. Bosses want followers to _____.
   A. understand their customers
   B. know what is happening in the organization's industry
   C. know how changes in technology might affect the organization
   D. do all of the above

10. When you view your leader realistically, you need to _____.
   A. determine your leader's needs
   B. give up idealised expectations
   C. welcome feedback and criticism
   D. find things to thank the leader for

11. If a leader's actions and decisions contradict the best interests of the organization, effective followers _____.
   A. take a stand
   B. follow passively
   C. follow the leader
   D. sacrifice their personal integrity

12. If a leader comes out with change management initiaves to make the company profitable again, followers must have the courage to _____.
   A. leave the company
   B. assume responsibility
   C. challenge the initiatives
   D. participate in the transformation

13. _____ is a rigid, exaggerated, irrational, and negative belief or image associated with a particular group of people
   A. Glass ceiling
   B. Ethnocentrism
   C. Stereotype
   D. Prejudice

14. When person develops an adverse feelings or opinion towards others without regard for the facts, _____ has occurred.
   A. glass ceiling
   B. ethnocentrism
   C. stereotype
   D. prejudice

Continued....

15. Diversity helps organizations _____.
    A. add higher values to their services
    B. have a greater competitive advantage
    C. build loyalty among diverse customers
    D. do all of the above

16. _____ happens when women or minorities are hindered from reaching top leadership positions.
    A. Glass ceiling
    B. Ethnocentrism
    C. Stereotype
    D. Prejudice

17. Femininity refers to _____.
    A. a value for loosely knit social framework in which individuals take care of themselves
    B. people accepting inequality in power in institutions, organizations, and individuals
    C. members of a society feeling uncomfortable with uncertainty and ambiguity
    D. preference for relationships, cooperation, and group decision making

18. When a company believes that its own culture and subculture are inherently superior to other cultures, a/an _____ has occurred.
    A. ethnocentrism
    B. discrimination
    C. collectivism
    D. racism

19. A non-charismatic leader _____.
    A. tries to maintain status quo
    B. creates atmosphere of change
    C. has a strong articulation of a vision
    D. has inspirational motivation to lead

20. Which of the following is a **not** a step to build an effective coalitional leadership?
    A. Promoting cross-functional cooperation
    B. Developing a map of stake-holder buy-in
    C. Rewarding people from the same department
    D. Visiting stakeholders (customers, shareholders, employees etc)

21. Aileen observes that one of her customer service consultants fails to fulfill individual monthly target for four conservative months. Aileen decides to give low performance scores for this particular staff. This is an example of _____ power.
    A. legitimate
    B. coercive
    C. referent
    D. expert

Continued....

22. A leader with a _____frame emphasises on building relationship and engaging people.
    A. human resource
    B. structural
    C. symbolic
    D. political

23. When responding to leaders' power, _____ is a situation when employees deliberately disobey order or delay carrying out orders.
    A. compliance
    B. commitment
    C. resistance
    D. sabotage

24. _____ leaders have the ability to inspire and motivate people to do more than they would normally do, despite obstacles and personal sacrifice.
    A. Transformational
    B. Interactive
    C. Transactional
    D. Charismatic

25. In organizations, successful change often results from an alliance of people rather than the efforts of a single leader. Which leadership style is the most suitable to lead these group of people?
    A. Transformational
    B. Coalitional
    C. Transactional
    D. Charismatic

26. In open innovation, customers, strategic partners, suppliers, and other outsiders are _____
    A. directly involved in the innovation process
    B. actively working to overcome obstacles and resistance
    C. focusing on learning from success
    D. reinforcing positive message

27. Which of the following answer is **not** an initiative to help people change?
    A. Ensure people have a support system
    B. Provide a positive emotional attractor
    C. Apply after-action reviews and feedback
    D. Involve people at the end of the change program

28. Which of the following will lead to failure in brainstorming?
    A. Open criticism
    B. Unrestricted idea presentation
    C. Unlimited number of ideas
    D. None of the above

Continued....

29. In the four stages of appreciative inquiry, _____ is the stage where action plans are formulated to achieve "what should be".
    A. discovery
    B. destiny
    C. dream
    D. design

30. To nurture creative people, they need to be allowed to go deeply into a single area or topic to spark personal creativity. This technique is termed as a/an _____.
    A. change
    B. immersion
    C. brainstorming
    D. idea champions

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

In year 2008, Nokia was once the world's dominant mobile-phone maker. But now it is no more in the list of global major smartphone vendors, losing to iconic brands such as iPhone by Apple and Samsung. The company's unwillingness to make drastic changes when they are required was probably the biggest reason that brought the mobile giant down.

Based on the scenario above, discuss **any six** factors that drive the need for a change in an organization. Give an example for each factor.

[20 marks]

QUESTION TWO

Discuss **four ways** that you can adopt to influence your leader at work. [20 marks]

QUESTION THREE

a) Different leaders vary in their level of morality. Explain the **three levels** of personal moral development. Give an example for each level.

[12 marks]

b) Differentiate personalized leaders from socialized leaders [8 marks]

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